

~~CONFIDENTIAL~~

~~MINUTES~~

OF THE

CIA CAREER COUNCIL

7th Meeting, Thursday, 24 February 1955, at 4:00 P. M.  
DCI Conference Room, Administration Building

Present: Harrison G. Reynolds, AD/P, Chairman

Matthew Baird D/TR, Member

[redacted] COPS-DD/P, Alt. for DD/P, Member

Lyman B. Kirkpatrick, IG, Member

[redacted] D/CO, Member

Huntington Sheldon, Acting DD/I, Alt. for DD/I, Member

Lawrence K. White, DD/S, Member

[redacted] Executive Secretary

[redacted] Reporter

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1. The minutes of the 6th meeting of the Career Council were approved as distributed.

2. The Chairman reported on the status of six matters that had come before the Council, as follows:

a. One-Step Promotion Policy: The proposed regulation establishing policy and procedures for designating those positions in which promotion would normally progress at one-step intervals or at two-step intervals was processed for normal Agency coordination as directed by the Council. The comments resulting from this coordination were received in the Office of Personnel on 15 February and indicated considerable divergence of views. When these points of view have been resolved, this matter will be submitted for recoordination.

b. Reporting Procedure for Component Career Boards: A memorandum from the Director of Personnel has gone to the Head of each Career Service which establishes a system of quarterly reports from the Heads of Career Services to the Director of Personnel, so that information and data on the overall functioning of the career system will be available when desired by the Council and the Director.

c. Overtime Policy: The Comptroller's Office has prepared a revision of Notice [redacted] which established the new policy on overtime that was discussed by the Career Council at its sixth meeting on 21 December 1954. This revised Notice is now being coordinated throughout the Agency. The Office of Personnel has requested that there be incorporated in the Notice the statement approved by the Career Council. (See paragraph 2.b. of minutes of the sixth meeting on 21 December 1954).

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[redacted]  
are two possibilities for action. The first, which could be put into effect immediately, is to substitute a blank tissue for the Employee Copy of Form 50, sterilize the information and forward unclassified to the employee. The second, which is preferred, is to request the Management Staff to collaborate with the Office of Personnel in devising a new system that is both secure and effective.

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e. Financial Assistance to Employees: The notice which the Council had previously discussed [redacted] was going forward to the printer immediately. The Council then discussed the question of reorganizing the welfare system of the Agency, along the lines of the Air Force Aid Society.

f. Fitness Report Studies: The report of the Chief, Assessment and Evaluation Staff, who is conducting the studies was discussed. It was agreed that until the studies were completed no change in the Fitness Report Form should be made; that efforts to stimulate the forwarding to the Chief, Assessment and Evaluation of Fitness Reports Questionnaires would be made; and that the report of studies in question would be sent to the Heads of all operating components.

3. The Council received the report of the Panel to review Applications for Department of Defense Colleges and made the following selections to be forwarded as recommendations to the Director for his approval:

National War College:  
[redacted]

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Industrial College of the Armed Forces:  
[redacted]

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Naval War College:  
[redacted]

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Air War College:  
[redacted]

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Army War College:  
[redacted]

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4. A Career Development position for [redacted] (OTR) to be 25X1A9a detailed to ONE was approved.

5. The Council discussed the disappointingly small number of applicants for the Junior Career Development Program that had resulted in the selection, in December, of only two junior officers for participation in the program. It was felt that there must be many more applications in the "pipe line" that have not reached the Selection Committee in view of the large numbers of junior personnel who expressed interest in the program when it was first announced. There is also the possibility that many young persons may have become reluctant to make application for fear of placing themselves in an unfavorable light with their immediate supervisors. It was agreed that the Deputy Chief of the Placement and Utilization Division for Clandestine Services would be asked to contact the Heads of Career Services in the DD/P area to see if the flow of applications could be stimulated.

6. The remaining items on the Agenda were tabled. The meeting adjourned at 5:05 P. M.

[Redacted]  
Executive Secretary

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RECORDED

9 February 1955

MEMORANDUM FOR: Assistant Director for Personnel

SUBJECT: Staff Study on Decorations for Non-CIA Personnel

1. The attached staff study has been prepared by the Honor Awards Board, in response to a request by the Director for a policy paper on the award of intelligence decorations to personnel of other departments and agencies.

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2. This problem arose initially in connection with project PRSUCCESS when the suggestion was made to the Board that the Legion of Merit be awarded [redacted]. The Board pointed out that civilians are not eligible for award of the Legion of Merit. Subsequently, suggestions were made that the National Security Medal be awarded to the [redacted] or, in lieu thereof, that a CIA Medal be awarded him.

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3. The Board expressed to the Deputy Director the opinion that the logical manner in which to recognize the [redacted] contribution would be by an award from [redacted]. This suggestion engendered the request for a more comprehensive study of the matter.

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4. It is suggested that this staff study be submitted to the CIA Career Council for review since the recommended policy may affect all components of the Agency.

/s/

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[redacted]  
Chairman, CIA Honor Awards Board

TO: Director of Central Intelligence  
SUBJECT: Staff Study on Intelligence Decorations

9 February 1955

1. PROBLEM:

To establish policy regarding award by CIA of intelligence decorations to personnel of other U. S. Government Departments and Agencies.

2. FACTS BEARING ON THE PROBLEM:

- a. The purpose of most awards programs is recognition of outstanding performance. Such recognition usually includes public announcement and tangible evidence of the award.
- b. Within CIA recognition must be adjusted to security requirements. To accomplish this the four CIA decorations were created to recognize outstanding performance by CIA personnel in the intelligence field. The National Security Medal and the Medal of Freedom may also be awarded for such service in accordance with the governing Executive Orders.
- c. Military and Foreign Service personnel may also warrant recognition for service performed for CIA. For military personnel the practice of CIA has been to recommend to the parent service the award of a military decoration on the assumption that such decorations are of greater value career-wise for these personnel than are CIA decorations. Further, when such action is taken, public recognition presents a lesser security problem. A secure channel has been established to allow for oral presentations by CIA representatives to military awards boards.

d.

3.

a.

b.

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c. The intelligence connotation attached to the National Security Medal would categorize it with CIA decorations in the situations outlined above. No such connotation is attached to the Medal of Freedom.

4. CONCLUSIONS:

- a. That CIA Honor Awards be reserved for CIA personnel, and that such awards should not be made to personnel of other agencies.
- b. That the present method of recommending military decorations for military personnel detailed to CIA is sound.
- c. That, as required, CIA develop liaison similar to that existing with the Department of Defense with other agencies for the purpose of obtaining recognition for personnel cooperating with (or detailed to) CIA.
- d. That existence of such liaison should not preclude CIA from awarding CIA decorations to detailed personnel if parent agency action is deemed inappropriate.

5. RECOMMENDATIONS:

- a. That it shall be the general policy of CIA to award CIA decorations for service in the intelligence field only to CIA personnel.
- b. That such service performed by personnel of other agencies in cooperation with or in support of CIA shall be recognized by a recommendation to the parent agency for the award of an appropriate decoration and that channels be established for such action.
- c. That when action as outlined in b. is inadvisable, it shall be the policy to consider award of CIA decorations for outstanding service by personnel detailed to CIA (both military and civilian).
- d. That CIA will not recommend awards of the National Security Medal to Personnel of other government departments and agencies in those cases where the intelligence connotation of such awards would be damaging.

/s/

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Chairman,  
CIA Honor Awards Board

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Concur:

Chairman, CIA Career Council

Date: \_\_\_\_\_

Approve:

Director of Central Intelligence

Date: \_\_\_\_\_

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23 February 1955

MEMORANDUM FOR: Director of Personnel

SUBJECT: Staff Study on Ribbons to Accompany CIA Awards

1. The attached study has been prepared by the Honor Awards Board in response to a request from the Deputy Director for the Board's recommendations on this subject.

2. The Board's conclusions and recommendation as developed in the attached study evolve from, and are closely related to, the recommendations set forth in its Staff Study on Intelligence Decorations, 9 February 1955.

[Redacted]  
Chairman, CIA Honor Awards Board

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Attachment

20 February 1955

Replies to Staff Study on Ribbon Accompaniment to CIA Awards

SUBJECT: Staff Study on Ribbons to Accompany CIA Awards

1. PROBLEM:

To determine whether CIA Honor Award medallions, as previously approved, shall or shall not be accompanied by distinguishing ribbons and/or lapel buttons. CIA Honor Awards are: Distinguished Intelligence Cross, Distinguished Intelligence Medal, Intelligence Star and Intelligence Medal for Merit.

2. FACTS BEARING ON THE PROBLEM:

a. The Honor Awards Board has agreed upon designs for the above-mentioned awards and has forwarded these designs for approval. These designs can be used regardless of whether or not they are accompanied by ribbons or lapel buttons.

b. A military decoration is normally awarded with a ribbon that can be worn on the uniform and a lapel button that can be worn on civilian clothes. The approved CIA Honor Award medallions are suitable only for display purposes in a case, frame or stand. Such medallions generally are not accompanied by a distinguishing ribbon or a lapel button. If a ribbon were to be issued it could be worn on military uniforms only with specific authorization from the Secretary of Defense; both a ribbon on the uniform and a lapel button on civilian clothes could be worn only with approval of the Security Office, CIA.

3. DISCUSSION:

The CIA Honor Awards are intended primarily for civilian employees of the Agency. Military personnel assigned to CIA who are deserving of awards are normally given military awards upon recommendation made to the parent service by CIA, (see Honor Awards Board Staff Study on this subject dated 9 February 1955). In view of the general anonymity deemed desirable of Agency civilian personnel, it would seem to be incongruous to recognize CIA service by a wearable ribbon, badge, or button. If a CIA award is made to a military individual he would have received this award only because security implications made it impossible to award a military decoration; hence security implications would be such that the recipient would not be allowed to wear it under any circumstances.

The National Security Medal, authorized by Executive Order, it should be remembered, is not limited to CIA personnel, and its possession does not necessarily reflect CIA affiliation or service.

4. CONCLUSIONS:

a. That the medallion without ribbon or lapel button is a recognized and dignified form of honor award, first used by the United States in 1776.

b. That public display of a CIA Award is generally undesirable.

c. That the issuance of a ribbon CIA Honor Award medallion is not necessary and is counter to sound security practice.

5. RECOMMENDATION

That CIA Honor Awards be the approved medallions without ribbon or lapel button.



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Chairman CIA HONOR AWARDS BOARD

Concur:

Approve:

Chairman, CIA Career Council

Deputy Director of Central Intelligence

Date: \_\_\_\_\_

Date: \_\_\_\_\_

25 MAR. 1955

PROMOTION PRINCIPLES

The following statement of promotion principles was proposed by the Administration Career Board to the Deputy Director (Support) who in turn is submitting it to the CIA Career Council for discussion. If these principles are approved, they would be implemented by revision of appropriate regulations [redacted]  
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Promotion).

1. The promotion of Agency employees should be based on consideration of their demonstrated abilities in relation to Agency needs.
2. The length of time an employee has served in his current grade may normally be considered as the length of time during which his ability to perform at that grade level, or a higher grade level, has been observed. Thus the Agency normally requires that an employee serve for a specified period of time in a grade level in order to provide adequate time to evaluate his performance and to ensure that the employee is worthy of promotion.
3. An employee is considered to be 'eligible' for promotion when he has served in his current grade for a specified period of time. He may be promoted, however, only when he has demonstrated his ability to perform work of a higher grade. Thus an employee might be said to be truly 'eligible' for promotion as soon as he has demonstrated outstanding ability to perform at a higher grade level even though he may not have served in his present grade for the specified period of time. Conversely, an employee with adequate "time-in-grade" may not

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be truly eligible for promotion because he has not demonstrated the ability to perform at a higher grade level.

4. The term "zone of consideration for promotion" is misleading. This term implies that employees are considered for promotion only when they have served in their current grades for specified periods of time. Actually the ability of an employee to perform work of a higher grade should be recognized by his supervisors and his Career Board regardless of his 'time-in-grade', in order that his utilization, development and promotion may be planned in relationship to the needs of the Agency and the capabilities of other employees. An employee should always be 'being considered for promotion'.

5. The ability of each Agency employee to perform work of a higher grade should be formally evaluated and reviewed at least once each year, regardless of whether or not he is 'eligible' for promotion in terms of other requirements.

6. Supervisors at all levels should be responsible for:

a. Evaluating continuously the ability of each employee to perform at a higher grade level, and providing the heads of Career Services, upon request, with the results of these evaluations.

b. Recommending the promotion of employees with the greatest ability to perform at higher grade levels, including those of outstanding ability who are technically not eligible for promotion in terms of other requirements.

7. The head of each Career Service should be responsible for:

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- a. Ensuring, in coordination with supervisors, that each employee under the jurisdiction of that Career Board is evaluated at least once each year with respect to promotion potential.
- b. Planning the assignments and promotion of the employees within the Career Service in such a manner as to accomplish the promotion of employees with the greatest demonstrated ability.

In connection with the above statement of promotion principles, it is emphasized that these concepts should be considered as only a first step in vitalizing career management activities. For example, the evaluation of each employee at least once each year with respect to his promotion potential should be only part of a more complete evaluation of such factors as the manner in which his abilities are presently being utilized, his need for training, his status with respect to present and future assignment opportunities, and the course of his career development.

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REGULATION

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Attachment A  
PERSONNEL

## CAREER SERVICES AND SERVICE DESIGNATIONS

Career ServiceHead of Career ServiceService DesignationPanel Designation

## Plans

Deputy Director (Plans)

D

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D

I

D

P or M

## Technical Services Panel

D

T

## Clerical Panel

D

S

## Intelligence Production

D

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## Office of Research and Reports

IP

R

## Office of Current Intelligence

IP

C

## Office of Scientific Intelligence

IP

S

## Office of National Estimates

IP

N

## Operations

IP

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Assistant Director for Operations

OO

B

OO

---

## Contact Division

OO

D

## Collection and

OO

C

## Dissemination

Assistant Director for Collection  
and Dissemination

CD

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## Administration

CD

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## Medical

CD

A

## Communications

CD

ME

## Budget and Finance

CD

CO

## Logistics

CD

BF

## Personnel

CD

LC

## Security

CD

PE

## Training

CD

SE

TR

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CENTRAL INTELLIGENCE AGENCY

WASHINGTON 25, D. C.

OFFICE OF THE DIRECTOR

MEMORANDUM FOR:

SUBJECT: Notification of Membership in the Career Staff

1. On behalf of the Director of Central Intelligence, it gives me pleasure to inform you that your application for membership in the Career Staff has been accepted by the CIA Selection Board. The effective date of your membership is

2. Please indicate that you have received this notification by signing in the space provided below and return it to the Head of your Career Service. He will forward it to the Executive Director of the CIA Selection Board, ~~for safekeeping~~.

3. Because your membership in the Career Staff is classified information, it is necessary that this notification be conveyed to you in this manner. The application for membership which you signed has been endorsed on behalf of the Director of Central Intelligence by the Executive Director of the CIA Selection Board and placed in your permanent Official Personnel Folder.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

Harrison G. Reynolds  
Chairman, CIA Selection Board

Noted:

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Date: \_\_\_\_\_

CIA CAREER COUNCIL

~~CONFIDENTIAL~~

8th Meeting

Date: 31 March 1955

INDEX OF MISCELLANEOUS SUPPORTING PAPERS

DOCUMENT OR PAPER:

TAB

Distribution List for CIA Career Council Agenda

1

Returned DDCI Agenda "Routing and Record Sheet"

2

Memo to CIA Career Council and Selection Board, subj: "Notification of Membership in the Career Staff," 18 Mar 55, fm Chairman of Council and Board w/attachs for approval:

3

a. Proposed Memo of Notification of Membership in Career Staff

b. Proposed Agency Notice [REDACTED] "Procedure for Handling Notification of Membership in the Career Staff," 18 Apr 55.

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Concurred in by Council and Sel Bd between 7th and 8th Council Meetings.

4

Printed Final Copy of "Notification of Membership in the Career Staff," to be countersigned by employee admitted to Career Staff and ret'd for file in his Official Personnel Folder.

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18 MAR 1958

MEMORANDUM TO: Messrs. Amory  
Baird

Kirkpatrick

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[redacted]

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Saunders

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Guthe

Tietjen

[redacted]

White

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SUBJECT: Notification of membership in the Career Staff

1. Attached are copies of a) Proposed memorandum of Notification of membership in the Career Staff and b) Proposed Agency Notice, for Distribution A describing the desired procedure for handling the notification. These two documents eliminate the undesirable features of the unclassified letter proposed in October of last year and of the IBM system ("wheaties box top") proposed in February of this year. They also retain both the essential and desirable features of those two proposals. The presently proposed system is that arrived at by the CIA Selection Board after extensive discussion at its meeting on 25 February.

2. It is desirable to obtain the concurrence of the members of both the CIA Career Council and of the CIA Selection Board before any forms are printed. In order to avoid delay, [redacted] is carrying this to you by hand so that he may answer any queries that you may have and incorporate, on the spot, any changes that you wish to make. After final approval it will be at least a month before actual flow of notifications can commence.

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Harrison G. Reynolds  
Chairman  
CIA Career Council  
and  
CIA Selection Board

Attachments - as stated

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PERSONNEL  
March 1955  
*18 April 1955*

THE CAREER STAFF  
OF THE  
CENTRAL INTELLIGENCE AGENCY

Procedure for Handling Notification of  
Membership in the Career Staff

1. GENERAL

Agency Regulation [redacted] provides that all persons who are selected for membership in the Career Staff will be notified of this action. While security considerations preclude the presentation of evidence of membership in the form of a commission or certificate, it is the desire of the CIA Career Council, that the actual notification to each individual employee be in a manner commensurate with the importance of the event.

2. PERSONS WITHIN THE CONTINENTAL LIMITS OF THE UNITED STATES

a. Persons within the continental limits of the United States will be notified by classified memoranda personally addressed to them by the Chairman of the CIA Selection Board. The memoranda will contain provision for acknowledgement of the notification. These memoranda will be forwarded through command channels for presentation to the member concerned. It is the intent of the CIA Career Council that these notifications be presented formally by a supervisory officer at the highest practical echelon in the command channel. Group presentation is desirable where appropriate.

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b. The memorandum of notification will be acknowledged by the person concerned and will be returned through channels to the Executive Director of the CIA Selection Board ~~for safekeeping~~ within 30 days of the date of the memorandum. When delivery to the person concerned is impossible within this time because of his unavailability, the memorandum will be returned unacknowledged with the reason for non-delivery noted.

3. PERSONS AT OVERSEAS STATIONS

a. Lists of persons at Overseas Stations will be forwarded in pseudonym by the appropriate Foreign Area Division by dispatch. These persons will be notified orally of their selection for membership in the Career Staff by the Station Chief or other responsible official in the chain of command.

b. The memorandum of notification referred to in paragraph 2 will not be sent overseas for reasons of security. Those memoranda which have been prepared for personnel who are overseas will be returned promptly by the <sup>or Other Appropriate Headquarters Element</sup> Foreign Area Division concerned ~~to~~ the Executive Director of the CIA Selection Board and will be kept on file in the Central Processing Branch of the Office of Personnel. When the overseas returnee, who has already been notified orally, completes his "in-processing", he will have an opportunity to formally acknowledge receipt of the notification. The acknowledged memorandum of notification will then be returned to the Executive Director of the CIA Selection Board, ~~for safekeeping~~.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE  
Deputy Director  
(Support)

DISTRIBUTION: A

a. Lists of persons at Overseas Stations will be prepared, in pseudonym when appropriate, by the Foreign Area Division concerned or by the proper Headquarters element having communication with the Overseas Stations, and forwarded by dispatch. These persons will be notified orally of their selection for membership in the Career Staff by the Station Chief or other responsible official in the chain of command.

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CENTRAL INTELLIGENCE AGENCY

WASHINGTON 25, D. C.

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FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

A large rectangular box with a black border, used to redact a signature.

Harrison G. Reynolds  
Chairman, CIA Selection Board

Noted:

\_\_\_\_\_  
Date: \_\_\_\_\_

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